

AGENCY NAME:

South Carolina Department of Labor, Licensing and Regulation

AGENCY CODE:

R36

SECTION:

81



## Fiscal Year 2013-14 Accountability Report

### SUBMISSION FORM

#### AGENCY MISSION

The mission of the South Carolina Department of Labor, Licensing and Regulation is to promote the health, safety and well-being of the public through regulation, licensing, enforcement, training and education.

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR

(SIGN/DATE):

Holly Pisarik

9/15/14

(TYPE/PRINT NAME):

Holly G. Pisarik, Director

BOARD/CMSN CHAIR

(SIGN/DATE):

(TYPE/PRINT NAME):

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## **AGENCY'S DISCUSSION AND ANALYSIS**

On February 1, 1994, the South Carolina Legislature created the South Carolina Department of Labor, Licensing and Regulation (LLR or agency) which merged the Department of Labor, the State Fire Marshal's Office, the South Carolina Fire Academy, and 40 professional and occupational licensing boards into a new agency. Over the course of twenty years, several professional and occupational licensing boards merged, at least one board was abolished, and other panels and programs, namely Massage/Bodywork, Boiler Registration, and Dietetics, were added. In 2010, the Legislature transferred the Soil Classifiers Advisory Council and the Board of Landscape Architectural Examiners from the Department of Natural Resources to LLR. Currently, LLR administers more than 70 programs, from Occupational Safety and Health to professional and occupational licensing to educating the fire service.

The mission of LLR is to promote and protect the health, safety and well-being of the public through regulation, licensing, enforcement, training and education. This mission also facilitates the goals of Governor Nikki Haley in creating jobs and improving the business climate in the State of South Carolina for both prospective and existing businesses.

Each year, LLR has maintained the same set of stated goals in its accountability report: to improve the effectiveness of agency programs; to improve the efficiency of agency processes and systems; and to provide the necessary resources to improve the agency's ability to provide efficient and effective services. To effect these goals, during the 2013-2014 fiscal year, the agency, through its director, focused on six strategies: (1) providing exceptional customer service to clients; (2) streamlining agency processes with a focus on technology, reducing costs, and improving security; (3) improving employee performance; (4) improving information technology and system security; (5) examining revenue and expenditures to reduce licensure fees; and (6) ensuring statutory compliance. During the late summer and fall of 2013, the agency director met with senior management to design objectives that targeted each of these strategies, and over the course of the year, a project leader was appointed to ensure the goals were achieved.

Improved employee performance yields improved customer service, and the agency director identified training as the key to improved employee performance. In FY 2013-2014, the agency conducted intensive customer service training for the professional and occupational boards' staff. In November 2013, the agency devoted resources to offer its investigators and inspectors a mandatory three-day training session, resulting in their CLEAR certification for those employees. (CLEAR is the Council on Licensure, Enforcement and Regulation, an international organization providing education and training to regulatory bodies). Additionally, all agency employees were required to complete cyber security training in October 2013. Monthly training sessions continue and are coordinated through the agency's in-house trainer to meet the individual needs of the agency; topics include budgeting, conflict resolution, customer service, effective communication, EPMS training, workplace safety, and leading work teams. The agency also continues to nominate rising leaders for the Certified Public Managers program. In addition to training, employee performance is improved by encouraging a healthy work-life balance. The agency's wellness initiative promotes this balance with its Weight Watchers program,

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which boasts over 1,000 pounds lost since January 2013. The wellness initiative has also provided a series of lectures on reducing stress, time management and healthy eating. To reward excellent performance and customer service, the agency director has established a monthly public servant award. Additionally, an employee-run committee now nominates an individual or team to receive the director's award, recognizing outstanding contributions to the agency. Customers themselves have an opportunity to rate the service of employees by filling out an online survey linked to every program's webpage. Even the staff of the agency's Office of Information Services has a survey attached to their service requests.

During FY2013-14, the agency saved almost \$100,000 when it ceased automatically ordering board meeting transcripts. The agency also implemented a check batch system that eliminated the need for one employment position. In its Information Services division, the agency introduced a pilot virtual desktop program, saving \$11,000 when testing on only 15 of the potential 200 agency computers. Information Services has also encouraged network printing and eliminating desktop printers, yielding yet to be quantified savings. Information Services has also begun using bar codes to assist in sorting correspondence, which serves to streamline processes for the boards' staff.

To accomplish the objective of improving information technology and system security, the agency revamped its website in-house at no cost to the public. Two of the agency's boards also requested and received Facebook pages to increase their social media presence. More boards' initial applications were introduced online, and a target date of 2015 has been set for finalizing the multi-year project. The agency saw an increase of almost 60% in online applicants this past fiscal year. Renewal has been offered online for a number of years, and online renewal reached 86% in FY 2012-2013. Also, during FY 2013-2014, the agency renewed its efforts to ensure physical security where data is stored. Door readers that limit employees' after-hours access to the building as well as access to certain areas within the interior of the building were installed. Access to both the building and the computer system is monitored 24 hours daily, with email notification to supervisors when employees gain access to either.

In the summer of 2013, the agency director reviewed the revenue and expenditures of all professional and occupational licensing boards and prepared an agency budget that seeks to reduce licensure fees by approximately \$1 million dollars over the next two-year renewal cycle. The budgetary revisions were approved by the Governor's Office, the General Assembly and all affected boards and commissions. By the conclusion of the 2013-2014 legislative session, the necessary legislation was passed to effectuate the change.

During FY2013-2014, the agency continued its comprehensive review of statutes and regulations to ensure full compliance with the same. In 2012-2013, the focus of the review was the professional and occupational licensing boards' laws. While that reviewed continued in 2013-2014, it expanded to the labor programs as well, with an attorney being assigned to work with the OSHA program to perform a comprehensive review and evaluation of their statutes, regulations, policies and procedures. One tangible result was the passage of regulations in 2014 outlining OSHA's enforcement procedures to better inform employers of the process. Additionally, a review of the elevators and amusement rides

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laws led to the agency's promulgation of regulations adding administrative law court review of the denial of licensure for special inspectors.

In 2014-2015, the goals established by the agency in prior years will not change. However, in consonance with the mandates set forth by the Executive Budget Office, the agency's management has collaborated to refine these goals and ultimately the objectives and measures stemming from them. The agency has set four goals this year: (1) to provide cost-effective services to external customers, including board and commission members, and promote efficient and streamlined operational management; (2) to promote a regulatory climate that provides safety and health to the public while allowing businesses to thrive; (3) to enhance customer service by ensuring that public servants are performing at a high level, offering creative and innovative solutions to problems, and acting as good stewards of public resources; and (4) to protect South Carolinians by ensuring they are served by high quality professionals through the licensing and compliance system.

The goal of providing cost-effective services to external customers, including board members, and promoting efficient and streamlined operational management is essentially a combination of two of the three goals the agency has had annually. This year, the strategies identified for achieving this combined goal are using technology to simplify processes and reduce costs, evaluating and analyzing existing board structures in the areas of staffing, programs and workflow, and enhancing trust and communication with the boards and commissions. First, on the technology front, the agency desires to see a 25% increase this year in use of the online portal for fire fighter education and training, a mechanism simplifying processes for rural as well as urban fire departments. Also, the agency has, this year, designated a staff member to work solely on reviewing, revising and uploading online initial applications for professional and occupational licensing board applicants. This has been an ongoing project, but in keeping with the prior years' goal of providing resources to improve the agency's ability to provide efficient and effective services, the director has tasked one employee with the responsibility of completing this project in FY 2014-2015. The agency's Office of Information Services is also making it possible for the medical board licensees to change their supervision online now, a task that eliminates the workload of one full-time staff member. Information Services is also encouraging the use of network printing, rather than desktop printing, a measure that will save costs for toner, hardware and electricity. Additionally, Information Services has established a pilot program for virtual desktops, rather than standard desktop computers. The virtual systems are easier to support and are more secure. For example, Information Services can instantly perform agency-wide software updates daily whereas the current setup requires manual updating for each computer. Finally, as to technology, Information Services is assisting the elevators and amusement rides program in implementing electronic inspections reporting. Inspectors in the field will be able to upload the report and email it to a business owner while still in the field. He or she can then generate an invoice that may be electronically paid online. Second, in FY2014-2015, the director intends to restructure the boards to assign administrators and staff to the program areas based on the number of licensees in each board or commission. This will ensure adequate staffing to meet the needs of the customers and further ensure that the program areas' budgets can support the administrative needs of each program. The director has also concluded that a cost-saving benefit may be realized by moving all temporary employees into Operational Management, the division of the agency that provides support to all boards. There, their working time and duties can be managed by one supervisor to ensure that only

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the minimum number of temporary employees necessary for the day-to-day functioning of the agency are utilized. The current members of Operational Management, who are full-time employees of the agency, will be used to staff the existing board programs where additional staff is needed. Finally, the director wants to ensure that board members are adequately trained to perform their civic duties and are informed of the goings-on in the agency. To that end, senior management is compiling a series of videos that will be made available to board members online to view at their convenience. The videos will be divided into topics so that board members can view any or all areas they desire. The videos will educate new board members on topics such as ethics and FOIA, and provide them an overview of the administrative functions of the agency. The director will also begin circulating an e-blast to board members to ensure that they are kept up-to-date about current happenings in the agency as well as changes in the law affecting their industry.

In early 2013, the Governor appointed a task force to review regulations to ensure they were not unnecessarily burdensome to industry in this state. The agency's second goal continues the work of that task force while keeping in mind the mission of the agency to ensure the health and safety of the public. The director has focused on the labor side of the agency in setting strategies to reach this goal. Training new and existing businesses on immigration and labor issues is a key component to encouraging business. The agency's Immigration program will partner with U.S. Citizenship and Immigration Services, E-Verify section, to provide employers training on use of the E-verify system. The agency's immigration and labor programs will participate with the Department of Revenue and Secretary of State's office in quarterly seminars for new business owners, instructing topics of E-verify, payment of wages, child labor, right to work and businesses. The agency's elevators and amusement rides program will offer training on best practices for ride attendants at fairs. The agency's OSHA program will continue to offer consultation services for free health and safety inspections for companies regarding OSHA compliance. OSHA will also continue to participate in conferences and meetings to educate businesses regarding OSHA compliance and services. The agency will also partner with the Department of Commerce to market consultation services to businesses seeking entry in South Carolina. On the fire and life safety end, the agency will offer fire suppression and risk reduction training to businesses and to the public. In an effort to reduce incidents of fire-related deaths, the agency will continue to promote outreach programs to schools and businesses, seeking to visit 10% more of each this year.

The agency's third goal is to enhance customer service by ensuring that employees, who are public servants, are performing at a high level, are offering creative and innovative solutions to problems and are acting as good stewards of public resources. At the core of this goal is ensuring that each employee is educated and trained on his or her job functions. Therefore, the objective to meet this goal will again, this year, be training. The agency intends to offer customer service training for all board staff, and will develop a training matrix for the staff of investigations, board services and disciplinary counsel. The agency will provide training for supervisors over the budget and procurement as well – areas where a keen knowledge of the subject area can affect cost savings that are passed on to the public. The agency recognizes the value of retaining good employees, and also desires to attract qualified employees to openings as well. Training for employees is essential to ensuring excellent job performance, but having a career path for them is essential to retaining them long-term. The agency wishes to create such career paths for all employees, a move which would address one of the key

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strategic challenges raised each year in the accountability report – the percentage of management eligible for retirement (40.7% in 2013; 40% in 2014). To train new management, and enhance training of existing management, the agency plans to offer training curriculum and monthly classes for supervisors, and will pair new supervisors with supervisors more senior to them in a mentoring role. Finally, the agency seeks to encourage and reward a spirit of innovation to employees by offering tangible incentives for their efforts. Innovation would also serve as a criterion for recognition and promotion. The director intends to form an innovation committee to develop policies and procedures that would promote innovation within the agency. A bonus system for innovations that are implemented will be explored.

The agency's final goal is to protect its citizens by ensuring they are served by high quality professionals through the licensing and compliance system. This goal is effectuated by actions taken at the time of licensure – a demonstration of the appropriate education and skills required for a profession and occupation – and by actions taken following licensure – the timely investigation and resolution of complaints when allegations of misconduct are received. Improving the licensure turnaround time will ensure the population is served by quality individuals as soon as they are eligible for entry into the workforce. Providing applications online will expedite that process. Timelines for investigations have been established previously and will be monitored to verify compliance. The director intends to appoint a task force to review disciplinary matters to make a recommendation on how to reduce the length of time it takes to resolve a complaint.

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	This function provides support to agency programs including executive leadership, legal services, information services, legislative liaison, human resource management, procurement, accounting, mail services, public information, records management and courier services.	\$ -	\$ 5,105,265	\$ -	\$ 5,105,265	\$ -	\$ 5,049,637	\$ -	\$ 5,049,637	1.2.2; 1.3.1; 1.3.2; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2.
II.A. OSHA Voluntary Programs	SC OSHA Voluntary Program trains employers in workplace safety.	\$ 182,542	\$ 91,002	\$ 992,993	\$ 1,266,537	\$ 222,685	\$ 75,624	\$ 969,269	\$ 1,267,578	1.2.2; 1.3.1; 1.3.2; 2.2.1; 2.2.2; 2.2.3; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2.
II.B. Occupational Safety & Health	SC OSHA Compliance Program enforces workplace safety and health regulations.	\$ 1,115,989	\$ 479,946	\$ 1,689,535	\$ 3,285,470	\$ 1,088,804	\$ 356,506	\$ 1,534,791	\$ 2,980,101	1.2.2; 1.3.1; 1.3.2; 2.2.1; 2.2.2; 2.2.3; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2.
II.C. Fire Academy	The State Fire Academy provides statewide training for fire service personnel; paid, volunteer, airport air crash rescue firefighter, industrial brigade and other emergency response personnel.	\$ -	\$ 6,479,362	\$ 26,000	\$ 6,505,362	\$ -	\$ 6,685,926	\$ 83,942	\$ 6,769,868	1.1.1; 1.2.2; 1.3.1; 1.3.2; 2.3.1; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2.
II.D. State Fire Marshal	The Office of the State Fire Marshal has the broad responsibility to ensure fire and life safety for the people of SC.	\$ -	\$ 2,308,710	\$ 69,923	\$ 2,378,633	\$ -	\$ 2,481,744	\$ -	\$ 2,481,744	1.2.2; 1.3.1; 1.3.2; 2.3.1; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2.
II.E. Elevators & Amusement Rides	The Elevator Inspection program protects the people of the state from damage to life or health caused by unsafe conditions in elevators and other types of conveyances.	\$ -	\$ 471,620	\$ -	\$ 471,620	\$ -	\$ 465,114	\$ -	\$ 465,114	1.2.2; 1.3.1; 1.3.2; 1.3.3; 2.1.3; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2.
II.F. Prof & Occupational Licensing	This program licenses 41 Boards that regulate professions to make sure that a minimal level of skill is met to support public health and safety.	\$ -	\$ 12,932,201	\$ -	\$ 12,932,201	\$ -	\$ 12,811,225	\$ -	\$ 12,811,225	1.1.2; 1.1.3; 1.2.1; 1.2.2; 1.3.1; 1.3.2; 1.4.1; 1.4.2; 3.1.1; 3.1.2; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2; 4.1.1; 4.1.2; 4.1.3; 4.2.1; 4.2.2.
II.G. Labor Services	This office investigates industrial disputes, strikes, lockouts and their causes and tries to help the two sides reach an agreement.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1.2.2; 1.3.1; 1.3.2; 2.1.1; 2.1.2; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2.
II.H. Building Codes	This program licenses building professionals and regulates to ensure that a minimal level of skill is met to support public health and safety.	\$ -	\$ 662,696	\$ -	\$ 662,696	\$ -	\$ 710,230	\$ -	\$ 710,230	1.1.2; 1.2.1; 1.2.2; 1.3.1; 1.3.2; 1.4.1; 1.4.2; 3.1.1; 3.1.2; 3.1.3; 3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.3.1; 3.3.2; 4.1.1; 4.1.2; 4.1.3; 4.2.1; 4.2.2.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Provide cost effective services to customers and promote efficient and streamlined operational management.
S		1.1		Use technology to simplify processes for customers.
O			1.1.1	Increase by 25% the use of the online portal for firefighter training.
O			1.1.2	Achieve 100% availability of initial applications online.
O			1.1.3	Permit medical supervision to be changed online.
S		1.2		Evaluate and analyze board structure in areas of staffing, program and workflow.
O			1.2.1	Restructure board administrator assignments based on numbers of licensees in program area.
O			1.2.2	Reassign roles of temporary employees to ensure use of minimum necessary to conduct work of the agency.
S		1.3		Optimize use of technological resources to reduce costs.
O			1.3.1	Replace aging desktop computers with virtual desktops.
O			1.3.2	Replace desktop printing with network printing.
O			1.3.3	Implement electronic inspections for amusement rides program.
S		1.4		Enhance trust and communication with boards and commissions administered by agency.
O			1.4.1	Create online training videos for new and existing board members addressing topics related to board service.
O			1.4.2	Create quarterly eblast apprising board members of agency news and changes in law.
G	2			Promote a regulatory climate that ensures the health and safety of the public but allows businesses to thrive.
S		2.1		Offer educational opportunities for businesses to train on state immigration law and other labor programs.
O			2.1.1	Partner with U.S. Citizenship and Immigration Services to provide employer training on use of E-verify system.
O			2.1.2	Participate in Dep't of Revenue and Sec. of State seminars for new business owners on immigration, labor topics.
O			2.1.3	Offer training on best practices for ride attendants at state fairs.
S		2.2		Provide educational, technical assistance to businesses on providing health and safety programs for employees.
O			2.2.1	Offer consultation services for free health and safety inspections for OSHA compliance.
O			2.2.2	Participate in conferences and meetings to educate business regarding OSHA compliance and services.
O			2.2.3	Partner with the Dep't of Commerce to market consultation services to businesses seeking to open in state.
S		2.3		Offer fire suppression and risk reduction training to businesses and educate the public on same.
O			2.3.1	Reduce incidents of fire-related deaths through outreach to schools and businesses.
G	3			Ensure employees perform at high level, offer solutions to problems, and are good stewards of public resources.
S		3.1		Educate and train employees on core job functions.
O			3.1.1	Achieve 100% compliance rate for customer service training for all board employees.
O			3.1.2	Develop training matrix for investigators, board staff, and disciplinary staff.



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Type	Goal	Item # Strat	Object	Description
O			3.1.3	Achieve 100% compliance rate for budget and procurement training for supervisors.
S		3.2		Attract, develop and retain qualified employees through training and communication.
O			3.2.1	Develop successful management training curriculum and offer monthly classes to supervisors.
O			3.2.2	Develop career paths for upward mobility.
O			3.2.3	Start an agency mentoring program pairing new supervisors with senior supervisors.
O			3.2.4	Hold monthly meetings between Director and employees to improve communication and morale.
S		3.3		Stimulate innovation by offering tangible incentives and using innovation to recognize and promote.
O			3.3.1	Form an innovation committee to develop policies and procedures to promote innovation in the agency.
O			3.3.2	Develop a bonus system for innovations that are implemented.
G	4			Protect citizens by ensuring they are served by high quality professionals through licensing and compliance.
S		4.1		Create a safe regulatory environment by ensuring individuals who meet required education and skills are quickly licensed.
O			4.1.1	Improve licensure turnaround time.
O			4.1.2	Offer online applications and permit certain statutory requirements to be fulfilled electronically.
O			4.1.3	Submit report to the Governor and the General Assembly on necessity of regulating each profession.
S		4.2		Ensure that allegations of misconduct by licensees are timely investigated and complaints are timely resolved.
O			4.2.1	Seek to reduce cycle times for investigations and disciplinary process. Monitor compliance with current cycle times.
O			4.2.2	Develop an agency task force to recommend ways to reduce length of the investigation, disciplinary process.

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Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Increase use of online portal for Fire Departments to enroll firefighters for training.		10,000	12,500	July 1 - June 30	Agency software; updated daily	Annually	Calculated by counting individuals enrolling via Fire Portal.	1.1.1
2	Increase availability of online applications for initial licensure.		29%	100%	July 1 - June 30	Agency software; updated daily	Annually	Calculated by counting individuals submitting applications online.	1.1.2
3	Increase percent of applicants using online medical supervision portal.		0	33%	July 1 - June 30	Agency software; updated daily	Annually	Calculated by counting individuals submitting applications online.	1.1.3
4	Restructure board administrator assignments based on number of licensees per board.		0	Completion of task	July 1 - June 30	Agency director; available upon completion	one time - June 30, 2015	N/A	1.2.1
5	Increase number of traditional computers replaced by virtual desktops.		15	100	July 1 - June 30	Information tracked by agency's Office of Information Services; available daily	Annually	Calculated by counting computers replaced with virtual desktops.	1.3.1
6	Increase number of network printing stations created.		33	50	July 1 - June 30	Information tracked by agency's Office of Information Services; available daily	Annually	Calculated by counting number of network printing stations added and local printers replaced.	1.3.2
7	Increase number of electronic inspections performed.		0	50%	July 1 - June 30	Agency software; updated daily	annually	Calculated by counting number of electronic inspections performed.	1.3.3
8	Create Board member training video		0	Completion of task	July 1 - June 30	Agency director	one time - June 30, 2015	N/A	1.4.1
9	Create Board member newsletter/eblast		0	Completion of task	July 1 - June 30	Agency director	one time - June 30, 2015	N/A	1.4.2
10	Increase e-verify compliance rate.		91%	93%	July 1 - June 30	Agency software; updated daily	Annually	The Office of Immigration tracks information.	2.1.1, 2.1.2
11	Decrease number of amusement ride accidents.		1 occurrence	0 occurrences	July 1 - June 30	Information tracked by agency's Office of Elevators and Amusement Rides	Annually	The Office of Elevators and Amusement rides tracks information.	2.1.3
12	Maintain number of establishments visited for consultations.		877	870-877	July 1 - June 30	OSHA program; updated daily	Annually	OSHA tracks information.	2.2.1
13	Maintain number of conferences, seminars and meetings attended.		38	38-40	July 1 - June 30	OSHA program; updated daily	Annually	OSHA tracks information.	2.3.1
15	Reduce the number of fire deaths.	2013: 71	Preliminary figure 54	Fewer than previous year	Calendar year	Fire and Life Safety; updated daily	Annually	Fire and Life Safety tracks information.	2.3.2

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Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
16	Increase compliance with customer service training for board staff.		N/A	100%	July 1 - June 30	Agency software; updated daily	Annually	The Office of Human Resources tracks training completion.	3.1.1
17	Develop training matrix for investigators, board services and disciplinary counsel staff.		N/A	Completion of task	July 1 - June 30	Agency software; updated daily	Annually	N/A	3.1.2
18	Increase compliance rate for supervisors' budget and procurement training.		N/A	100%	July 1 - June 30	Agency software; updated daily	Annually	The Office of Human Resources tracks training completion.	3.1.3
19	Develop management training and offer monthly classes for supervisors.		N/A	Completion of task	July 1 - June 30	Agency software; updated daily	Annually	N/A	3.2.1
20	Develop career paths for upward mobility.		N/A	Completion of task	July 1 - June 30	Deputy Director of Administration and Director; available upon request	Annually	N/A	3.2.2
21	Create supervisor mentoring program.		N/A	Completion of task	July 1 - June 30	Agency Director; available upon request	Annually	N/A	3.2.3
22	Establish monthly meetings between Director and employees.		N/A	Completion of task	July 1 - June 30	Agency Director; will be available monthly	Annually	N/A	3.2.3
23	Form committee to draft policies to promote innovation.		N/A	Completion of task	July 1 - June 30	Agency Director; will be available upon completion	Annually	N/A	3.3.1
24	Bonuses awarded for innovations that are implemented.		N/A	Completion of task	July 1 - June 30	Agency Director; will be available once bonuses are awarded	Annually	N/A	3.3.2
25	Reduce licensing cycle times.		Varies by each board	Reduce each by 3%	July 1 - June 30	Agency software; updated daily	Annually	N/A	4.1.1
26	Increase in the number of licensees applying for licensure by using online applications.		8,570	Increase by 10%	July 1 - June 30	Agency software; updated daily	Annually	Calculated by counting applications submitted online.	4.1.2
27	Create and submit report to the Governor concerning the need for regulation of each board or commission in Title 40.		Completed May 16, 2013	To be completed in 2014	Calendar year	Report to the Governor; available annually following submission	Annually	N/A	4.1.2
28	Seek to reduce time it takes for investigations and disciplinary process; monitor compliance with previously established cycle times.		N/A	Completion of task	July 1 - June 30	Agency software; updated daily	Annually	Will be calculated by counting the number of days in each cycle.	4.2.2